



Shell-Mex House Strand London WC2R 0DX

Mike MacMahon  
Concept Loyalty Ltd  
6 South Bank Terrace  
Surbiton  
Surrey  
KT6 6DG  
CONFIDENTIAL

Telephone 071-257<sup>3474</sup> direct line  
or 071-257 3000 switchboard  
Telex 22585 Shell G  
Fax group #/III 071-257 direct line  
Fax group #/III 071-257 3920  
Telecom Gold 81-SUK 001  
our ref UORM/132  
your ref  
date 27 October 1992

Dear Mike

Thank you very much for coming in to see us a couple of weeks ago and please convey my regards to Michael.

Tim and I have now seen all of the proposals for Project Onyx but have not had a chance to fully compare each proposal. And since Tim is away this week that is going to be delayed even longer. However, we have done some initial analysis and have identified further information that we do need.

Can you please give me your best estimate of the following costings in your proposal (you should assume 2000 sites and 5 million cards participating at one time):-

- \* Total set-up hardware cost.
- \* Total set-up cards cost.
- \* Annual hardware cost (eg maintenance).
- \* Annual cost of cards replacement.
- \* Any costs of site upgrades.
- \* Any database costs (set-up or ongoing).
- \* Promotion cost.
- \* Any other costs.

Can you specify these in current money for both the magstripe and the smartcard options that you discussed?

Can you also confirm comfortable timescales to launch of a pilot and to full national roll-out.

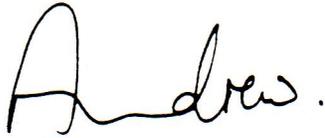
I would much appreciate it if you can put this data together by 14 November. Please pass it on as soon as you have it.

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Do not hesitate to give me a call if you would like further clarification.  
I hope to see you again soon.

Yours sincerely

A handwritten signature in cursive script that reads "Andrew".

Andrew J Lazenby  
Promotions Manager

cc: T W Hannagan

# Shell U.K. Limited



Shell-Mex House Strand London WC2R 0DX

Alan Leibert  
McCorquodale Stuart Card Systems Ltd  
Mariner House  
62 Prince Street  
Bristol  
BS1 4QD  
**HIGHLY CONFIDENTIAL**

Telephone 071-257 <sup>3474</sup> direct line  
or 071-257 3000 switchboard  
Telex 22585 Shell G  
Fax group II/III 071-257 direct line  
Fax group II/III 071-257 3920  
Telecom Gold 81-SUK 001  
our ref **UORM/132**  
your ref  
date 27 October 1992

Dear Alan

Thank you very much for coming in to see us a couple of weeks ago and please convey my regards to Lillian.

Tim and I have now seen all of the proposals for Project Onyx but have not had a chance to fully compare each proposal. And since Tim is away this week that is going to be delayed even longer. So please bear with us - we will revert to you when we have made any further progress.

Do not hesitate to give me a call if you would like to discuss anything further.

Yours sincerely

A handwritten signature in cursive script, appearing to read 'Andrew', is written over the typed name.

Andrew J Lazenby  
Promotions Manager

cc: T W Hannagan

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# Shell U.K. Limited



Shell-Mex House Strand London WC2R 0DX

Julie Humphreys  
AT & T Istel Limited  
Grosvenor House  
Prospect Hill  
Redditch  
Worcs B97 4DQ  
**HIGHLY CONFIDENTIAL**

Telephone 071-257 <sup>3474</sup> direct line  
or 071-257 3000 switchboard  
Telex 22585 Shell G  
Fax group II/III 071-257 direct line  
Fax group II/III 071-257 3920  
Telecom Gold 81-SUK 001  
our ref **UORM/132**  
your ref  
date 27 October 1992

Dear Julie

Thank you very much for coming in to see us a couple of weeks ago and please convey my regards to Jonathan.

Tim and I have now seen all of the proposals for Project Onyx but have not had a chance to fully compare each proposal. And since Tim is away this week that is going to be delayed even longer. However, we have done some initial analysis and have identified further information that we do need.

Can you please give me your best estimate of the following costings in your proposal (you should assume 2000 sites and 5 million cards participating at one time):-

- \* Total set-up hardware cost.
- \* Total set-up cards cost.
- \* Annual hardware cost (eg maintenance).
- \* Annual cost of cards replacement.
- \* Any costs of site upgrades.
- \* Any database costs (set-up or ongoing).
- \* Promotion cost.
- \* Any other costs.

We are particularly interested to confirm the feasibility of your proposed route with respect to the possibility of using our current range of tills and card-readers - Nick Bradshaw should be a bit more available now.

I would much appreciate it if you can put this data together by 14 November. Please pass it on as soon as you have it.

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Do not hesitate to give me a call if you would like further clarification.  
I hope to see you again soon.

Yours sincerely



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Andrew J Lazenby  
Promotions Manager

cc: T W Hannagan

# Shell U.K. Limited



Shell-Mex House Strand London WC2R 0DX

Peter Clark  
Sheard Thomson Harris  
1 Albemarle Way  
Clerkenwell  
London  
EC1V 4JB  
**CONFIDENTIAL**

Telephone 071-257 <sup>3474</sup> direct line  
or 071-257 3000 switchboard  
Telex 22585 Shell G  
Fax group II/III 071-257 direct line  
Fax group II/III 071-257 3920  
Telecom Gold 81-SUK 001  
our ref UORM/132  
your ref  
date 27 October 1992

Dear Peter

Thank you very much for coming in to see us a couple of weeks ago and please convey my regards to Mark and Pascaline.

Tim and I have now seen all of the proposals for Project Onyx but have not had a chance to fully compare each proposal. And since Tim is away this week that is going to be delayed even longer. However, we have done some initial analysis and have identified further information that we do need.

Can you please give me your best estimate of the following costings in your proposal (you should assume 2000 sites and 5 million cards participating at one time):-

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- \* Any costs of site upgrades.
- \* Any database costs (set-up or ongoing).
- \* Promotion cost.
- \* Any other costs.

Can you also confirm comfortable timescales for launch of a pilot and to full national roll-out.

I would very much appreciate it if you could put this data together by 14 November. Please pass it on as soon as you have it.

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Do not hesitate to give me a call if you would like further clarification.

Yours sincerely

A handwritten signature in black ink, appearing to read "Andrew". The signature is written in a cursive style with a large initial "A".

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Andrew J Lazenby  
Promotions Manager

cc: T W Hannagan

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